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ABSTRACT

The aging network has been slow to embrace health promotion activities as core services to the aging population. Therefore, advocates for business and aging partnerships in health promotion activities must first educate their colleagues about the value of health promotion programs before looking for partners in the business community. The goal of health promotion is to prevent the premature onset of disease and disability. This guidebook is one in a series of publications on public/private partnerships. The ProHealth for Seniors Task Force is a community coalition in Georgia, that represents both public and private service organizations and the business community. Using the projects of the ProHealth for Seniors Task Force as examples, suggestions are offered to the aging network on developing partnerships in health promotion. Chapter 1 describes the development of partnerships and the elements that motivate both businesses and the aging network to collaborate. Chapter 2 discusses various types of partnerships and examples. Chapter 3 outlines steps for partnerships and offers tips on developing partnership strategies. Case studies are reviewed in Chapter 4. The appendix includes sample materials, such as brochures and other descriptive information. (JBJ)

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Public / Private Partnerships In Health Promotion

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A Guide for the Aging Network

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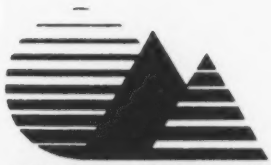

Older Americans Act
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PUBLIC/PRIVATE PARTNERSHIPS IN HEALTH PROMOTION

A GUIDEBOOK FOR THE AGING NETWORK

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- HealthStyle/HealthChoice Program Description
- Health Risk Appraisal
- SilverStriders Material
- ProHealth for Seniors Task Force Brochure

PREFACE

This guidebook is one in a series of publications on public/private partnerships and was prepared in conjunction with the Washington Business Group on Health in its role as a participant in the U.S. Administration on Aging's National Eldercare Campaign. This guidebook was written by the Atlanta Regional Commission (ARC), the Area Agency on Aging (AAA) for metropolitan Atlanta, Georgia.

The Atlanta Regional Commission, created in 1971, is the regional planning and intergovernmental coordination agency for the nine-county Atlanta Region - Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties and the City of Atlanta. It is also the forum where the Region's leaders come together to solve mutual problems and decide issues of regionwide consequence. ARC is supported by local, state and federal funds. Board membership on ARC is held by 21 local elected officials and 15 private citizens.

ARC was a major partner with the Georgia Department of Human Resources, Division of Public Health in 1985 in the formation of a community coalition concerned with health promotion and has been active in its functioning since that time. Named the "ProHealth for Seniors Task Force," this coalition represents both public and private service organizations and the business community. ARC also organized a Business and Aging Task Force to assist in the preparation and review of this guidebook.

Using the projects of the ProHealth for Seniors Task Force as examples, the guidebook offers suggestions to the aging network on developing public/private partnerships in health promotion. This guidebook also highlights examples of other public/private health related activities that have been initiated by ARC and by other Area Agencies on Aging and State Units on Aging with the hope that these activities can be replicated in other communities.

The guidebook is organized into four chapters. Chapter One describes the development of partnerships and the elements that motivate both businesses and the aging network to collaborate. In Chapter Two, the guidebook discusses various types of partnerships and cites a number of examples. Chapter Three outlines the steps for partnerships and tips on developing partnership strategies. Case studies of partnership examples are reviewed in Chapter Four. Chapter Five provides a conclusion and recognizes those who have had input into this document. The Appendix includes sample materials, such as brochures and other descriptive information.

CHAPTER ONE
Background and Rationale

OVERVIEW

The aging network has been slow to embrace health promotion activities as core services to the aging population. Therefore, advocates for business and aging partnerships in health promotion activities must first educate their colleagues about the value of health promotion programs before looking for partners in the business community.

Perspectives in Health Promotion and Aging, a publication of the National Eldercare Institute on Health Promotion notes that ... "Often health promotion initiatives are tacked on to other programs and responsibilities, without the dollars or staff to adequately support them."

Often perceived as "fluff", programs that encourage healthy lifestyles for older adults are usually not ranked as highly for funding priorities as programs that are more visible and have more immediate benefits. For instance, the impact of a home delivered meal or a few hours of homemaker service can be measured easily, but encouraging older persons to give up smoking or to spend a few hours a week in a walking program may not yield the same visibility and the results cannot be gauged as readily.

But, if health promotion programs are measured in terms of the alleviation of suffering and the ability of an older person to maintain independence for a longer period of time, the services can be ranked as having equal importance.

The evidence is becoming stronger that healthy lifestyles do help to prevent or delay many of the chronic diseases that afflict the older population that the aging network serves with supportive services. In Healthy People 2000, National Health Promotion and Disease Prevention Objectives, Dr. Louis W. Sullivan, Secretary of Health and Human Services, states: "Until fairly recently, we Americans gave little thought to health as a positive concept. The past 15 years or so, however, have witnessed important changes in our thinking about the protection and enhancement of personal health ... health promotion and disease prevention comprise perhaps our best opportunity to reduce the ever-increasing portion of our resources that we spend to treat preventable illness and functional impairment...We would be terribly remiss if we did not seize the opportunity presented by health promotion and disease prevention to dramatically cut health-care costs, to prevent the premature onset of disease and disability, and to help all Americans achieve healthier, more productive lives."

Healthy People 2000 contains a national strategy for significantly improving the health of the nation over the coming decade. It addresses the prevention of major chronic illnesses, injuries, and infectious diseases and is recommended as a reference when developing health promotion activities.

The aging network can ill afford to overlook Secretary Sullivan's challenge to fully explore the full range of health promotion opportunities. The health of the current and future aging population depends, in part, upon the aging network's success in changing myths

about aging--myths that have blocked thinking about the importance of preventive activities.

Medical science has demonstrated repeatedly that healthy behaviors and lifestyles contribute to healthy aging. It is incumbent upon the aging network to translate the results of this research into action programs geared to promoting healthy lifestyles.

One of the most promising ways to achieve success in health promotion activities is through a public/private partnership. This guidebook provides the basis for understanding partnerships and developing a successful affiliation between an aging agency and a private partner.

Motives For The Aging Network To Become Involved In Partnerships With The Business Community

Agencies may feel that their "plates are full" and view the development of health promotion partnerships as an intrusion on scarce time that could be better spent on providing services mandated under the Older Americans Act. However, agencies from the aging network that have developed public/private health promotion partnerships have viewed the results as very positive and productive for these reasons:

- ***Improving the quality of life and reducing disability for older persons.***
- ***Reaching out to a broader segment of the aging community, such as corporate retirees.***
- ***Attracting financial resources.***
- ***Taking advantage of corporate resources.***
- ***Addressing the needs of older persons in the workforce and persons who are retired from businesses.***
- ***Dispersing the body of knowledge the network has developed about the benefits of health promotion activities.***

While the business community may also need to be "convinced" about the positive effects of health promotion activities, it is likely that many already are engaged in some level of health promotion, even though it may only be for younger employees. A national survey conducted in 1985 found that 65 percent of U.S. workplaces with more than 50 employees offered at least 1 health promotion activity. However, limited data from a pilot survey of Fortune 500 companies suggest that only a small, but growing, number of programs involve or include special activities for families or retirees. (Of note, the goal of Healthy People 2000 is to increase the number of companies to 85%.) Companies contacted by Atlanta's ProHealth for Seniors Task Force in an informal survey reported that employees over the age of 50 do not participate in large numbers in health promotion or fitness programs.

Health promotion programs have developed in businesses primarily because enlightened employers have recognized that certain work-related problems can be improved by implementing a variety of preventive and educational programs. Educational programs on smoking cessation, diet, exercise, stress management, injury prevention and other health promotion topics can help employees become committed to healthier lifestyles. Employers have organized fitness programs that engage employees in activity programs designed to reduce stress and be more productive in their jobs. According to Healthy People 2000, the number of fatal occupational injuries has declined in recent years, but work-related illnesses and nonfatal injuries appear to be increasing.

Fortunately, both workplace illnesses and injuries, along with working conditions, can be addressed in health promotion programs at the workplace:

- *Stress that is caused by the behaviors of either the employer or the employee, competitiveness, long hours, staff conflicts, potential downsizing, and layoffs;*
- *Sedentary work;*
- *Environmental hazards - smoking, exposure to lead, high levels of noise;*
- *OSHA violations - chemical safety hazards, radioactive materials;*
- *Lifestyle issues - poor nutrition, obesity, high cholesterol;*
- *Communicable diseases;*
- *Chronic diseases -osteopororis, arthritis, cardiovascular disease;*
- *Motor vehicle accidents and injuries from falls;*
- *Back injuries;*
- *Substance abuse;*
- *Other health related workplace problems:*
  - *Sick dependents*
  - *Insurance that does not cover preventive health care programs*
  - *Restrictive leave policies*
  - *Lack of information about good health care*
  - *Lack of retirement planning*

In the April 22, 1991, issue of Time magazine, an article discussed the comeback of many older athletes. Rick Sharp, a professor of exercise physiology at Iowa State University commented: "We've always had this dogma that the human body peaks at age 26 to 28 and then goes into a slow decline. But, in fact, what we were seeing was not the effect of aging per se, but of increasingly sedentary lifestyles. When 50-year-old men and women began running marathons in times that once would have been records, experts began to rethink old ideas about middle age."

Motives For Businesses To Become Involved In Health Promotion

The Atlanta Business and Aging Task Force identified two primary motivations for the corporate sector to get involved in health promotion activities. These are maintaining a healthy workforce/retiree force and encouraging good employee and community relations. The benefits identified by the companies were:

- ***Maintaining a healthy workforce/retiree force.***
  - *Relieves stress*
  - *Holds down benefit costs*
  - *Reduces absenteeism*
  - *Increases productivity*
  - *Keeps dependents healthier, which promotes employee productivity*

- *Helps workers be more focused on their jobs*
- *Promotes job satisfaction*
- *Increases likelihood of volunteerism*
- *Reduces number and extent of insurance claims*

- ***Promoting good employee/retiree and community relations***
  - *Attracts potential employees and retains employees*
  - *Encourages goodwill of the communities served*
  - *Promotes healthier communities*
  - *Allows older workers/retirees to become role models for younger employees*

"A healthy older population is extremely important to business. We need to maintain that body of expertise for advice and consultation," comments Dan McBride, Manager, Corporate and Community Affairs, Southern Bell.

Agencies that desire to work with businesses can use these motivations to market their health promotion activities. For example, The ProHealth Task Force for Seniors, when they sought sponsors for the annual Mayors' Walk (a walking event for older adults that attracts over 2,000 older walkers), stressed the community relations role that corporations can play. A variety of companies in the Atlanta region including **Southern Bell, Kaiser Permanente,** and **Piedmont Hospital** strongly support health promotion activities and saw the Mayors' Walk as a way to not only encourage goodwill but to also promote good health in the community. (Contact Atlanta Regional Commission, 3715 Northside Parkway, Atlanta, Georgia, (404) 364-2577.)

Similarly, in an effort to promote "healthier communities," **Eckerd Drugs** initiated a project in Texas to assist older people in keeping track of their medications. Eckerd Drugs prints and distributes medication and medical record keeping booklets through the company's pharmacies and through the aging network in cooperation with the Texas Department on Aging. (Contact Texas Department on Aging, P.O. Box 12768, Capitol Station, Austin, Texas 78711.)

Supporting the well known adage, "you must use it or lose it," J. Mercedes Smith, an Atlanta weight trainer reports that the body must be "used" to keep from deteriorating. "Quite simply," she reports, "aging leads to dramatic changes in the muscular-skeletal system--particularly a progressing loss of bone mass for both men and women. This bone loss coupledwith the resulting loss of bone strength predisposes many people to falls and bone fractures."

On the other hand, "Feeling Fine," a project developed by the Arkansas Division of Aging, the University of Arkansas at Little Rock and the **Arkansas Business Health Coalition** emphasized the benefit of maintaining a healthy work/retiree force when seeking sponsors. "Feeling Fine," a health promotion-retirement preparation program, selected and trained a group of presenters including the Area Agencies on Aging to provide health related information to employees with the intent of encouraging healthy lifestyle changes when preparing for retirement.
(Contact Arkansas Division of Aging and Adult Services, Donaghey Building, 7th and Main Streets, Little Rock, Arkansas 72201, (507) 371-8191.)

Addressing both motivations identified by business for involvement in health promotion, health fairs sponsored by business and community coalitions have been an excellent way to distribute health related information to employees, retirees and the general public while at the same time promoting good community relations. **E.I. duPont de Nemours and Company and the Prudential Foundation**, recognizing the importance of health screenings and circulation of important information, are two such sponsors of health fairs. The fair sponsored by the duPont Company in the State of Virginia includes demonstrations on exercise physiology and aerobics and offers a "heart healthy meal." Since 1981, the Prudential Foundation has sponsored the Older Americans Health Fair which supports events nationwide that conduct screenings and provide health related information. (Contact E.I. duPont de Nemours and Company, 1007 Market Street, Wilmington, Delaware 19898, (417) 642-5506 or the Prudential Foundation, Prudential Plaza, Newark, New Jersey 07101, (201) 877-6995.)

Contributions From The Aging Network

Agencies in the aging network should approach potential business partnerships with information about the ways in which the network can also contribute to the partnership. In general, businesses are not aware of the expertise that is available within the network. While the know-how may vary with agencies, organizations in the aging network can offer a variety of services including:

(1) Research on health promotion programs and corporate involvement.

(2) Documentation of the benefits of health promotion programs, especially for the older population. Both medical research and anecdotal data from older persons attest to several benefits associated with regular exercise programs:

- Weight reduction and regulation
- Decrease in the incidence of chronic disease
- Stress reduction
- Control of blood pressure, cholesterol and blood sugar levels
- Heightened sense of wellness and well-being
- Increase in the body's intake of oxygen
- Improvement in body flexibility and increase in the density and mass of bones.

In the May 13, 1991 issue of Newsweek, Dr. Kenneth Cooper who popularized the term "aerobics" says that a "half hour of running or brisk walking, three times a week, is enough to decrease the average person's chances of dying from heart disease, cancer, stroke and other chief causes of death by about 50 percent."

(3) Seminars for caregivers of older adults, similar to seminars offered to employees to improve parenting skills. Such seminars would help to foster better understanding and to teach communication techniques so as to encourage better health. For example, caregivers could learn how to help motivate an older adult to begin walking or to stop smoking.

(4) Health Risk Appraisals for retirees and older employees.

(5) . Design of programs with expertise in developing:

- Support groups
- Focus groups
- Exercise programs
- Volunteer service programs
- Workforce education

The following chapter builds upon these contributions from the aging network and identifies a number of partnership opportunities. Examples of such partnerships are included to demonstrate the variety of health promotion programs that can be implemented.

According to Adele Cohen, vice president of program development for the Atlanta Health Care Alliance, "By and large, company retirees have been left out of the health care promotion movement. The Atlanta Partnership will provide an opportunity for retirees to assess their lifestyle choices and to investigate community options for lifestyle change."

"Most of the crucial aspects of aging, including the presence or absence of disease are under individual control" states Dr. James Fries in his book Aging Well. Unfortunately, however, Dr. Fries notes that we have all too often "taken care" of our senior citizens rather than helping them take care of themselves.

CHAPTER TWO

Opportunities for Public/Private Partnerships

As indicated in Chapter One, the aging network has the necessary experience and expertise to become a viable partner with the business community in the development of health promotion activities. And both the aging network and the business community have the needed motivations to form such partnerships. In Chapter Two, we will explore a variety of partnership opportunities and, where possible, share examples of how these opportunities resulted in corporate or community based health promotion programs.

Partnership opportunities in health promotion can take many forms and will often depend on the needs of a community, the interest or need of the business partner, and the particular expertise of the aging network partners. Such opportunities include:

- **Community Based Health and Fitness Programs**
- **Community Events and Programs**
- **Health Risk Appraisals**
- **Injury Control and Safety Program**
- **Special Classes, Workshops, and/or Activities**
- **Personalized Health Information**
- **Medical Screenings and Physical Exams**
- **Newsletters and Informational Mailings**
- **Retiree Clubs**

"Coalitions perform three major functions: communication, coordination, and collaboration"...and are critical to the success of many public private partnerships. As noted by Perspectives in Health Promotion and Aging,..."coalitionsnot only make the most of diminishing resources, but equally important, provide for grassroots involvement in the process of program development."

Community Based Health and Fitness Programs

When community based health promotion and fitness programs are considered, it is important to not only involve appropriate business partners but to also include a variety of community agencies, some who may already be a part of the aging network and some who may not be.

In Atlanta, before a community based health and fitness program was launched, potential partners from both the public and private sector were identified and invited to participate in a health promotion task force. The ProHealth for Seniors Task Force was organized in 1985 by ARC and the Older Adult Section of the Division of Public Health, Georgia Department of Human Resources (DHR). Its general purpose is to

Walking regularly - whether fast enough to be aerobic, merely briskly or just strolling - increases oxygen consumption and the level of "good" high density lipoprotein (HDL) cholesterol in blood and should be encouraged, concludes a report published by the Journal of the American Medical Association.

promote healthy lifestyles for older adults and to increase public awareness of the health needs of the older population through community based health promotion programs. The primary goal of the Task Force is to prevent, reduce, or reverse health problems with exercise, nutrition, stress reduction, injury control, and correct drug usage. (A brochure describing the ProHealth for Seniors Task Force is included in the Appendix.)

The membership of the Task Force includes representatives of aging service agencies, health organizations, hospitals, senior housing facilities, advocacy organizations and businesses and is staffed by ARC and DHR. It meets quarterly and offers an educational program on some aspect of health and wellness.

"Just as the first step in marketing is to define your audience, the first step in obtaining additional funding is to identify potential funders. Think big and small. The scope of your program...will determine whether it is appropriate to approach a national foundation, a large corporation or a local gorcer." Perspectives in Health Promotion and Aging, Volume 6 Number 4, 1991.

To promote walking as a healthy exercise for older adults, the Task Force began a pilot project of organizing walking clubs in nine senior housing facilities. Volunteers from the Task Force recruited residents that participated in walking clubs and those persons who were active for six weeks received a tee shirt provided by **Trust Company Bank**.

This pilot project was so successful that an effort was made to spread this health promotion activity to the broader senior community. A conference was hosted by the **Southern Bell Company** and held on the techniques of developing walking programs and a manual, devoted to the organization of senior walking groups, was published and disseminated at the conference. Representatives from churches, senior centers, senior housing facilities, hospitals, businesses and other organizations that serve older persons attended the conference.

Named "Walking for Wellness," this health promotion activity has involved several thousand older persons in more than 100 walking clubs in the Atlanta region, and has spread to more than ten communities throughout the state of Georgia.

Because of the growth in the number of walking clubs and the potential to reach more older adults with health promotion programs, the ProHealth for Seniors Task Force explored the development of a formal organization devoted specifically to health promotion with an emphasis on walking. The Task Force decided that a single purpose organization would give senior walking more visibility and leadership.

Following several brainstorming sessions, a proposal was developed to build upon the efforts of "Walking for Wellness" over the past seven years, and to adopt the model of the successful statewide walking program that was developed in North Carolina. The North Carolina SilverStriders encourages replication of its program and by modeling after the North Carolina SilverStriders, time and expenses for planning and program implementation were reduced. Additional information on the development of a statewide walking program is presented in Chapter Three.

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Another statewide health promotion and wellness initiative was recently implemented by the State of South Carolina. Although not a "traditional" public/private partnership, the project involved the business community in several stages in order to successfully reach its goal.

Ruth Seigler, Executive Director of the South Carolina Commission of Aging, set out to improve the health and well-being of South Carolina's older citizens. She testified before the State's Joint Legislative Committee about the conditions of senior centers and senior services and her office conducted a comprehensive survey for legislative use. When the legislature failed to respond to the Department's request for additional funding for senior centers, the Department embarked on an intensive marketing campaign including a statewide Business Forum. The Department's efforts were rewarded with an increase in the admission fee charged for bingo games; these additional revenues are being used to fund the new Senior Center Development Fund. Through this fund, 41 of the state's 46 counties will build or expand their senior centers and the wellness philosophy will be the overriding mission for each center's program. (Contact South Carolina Commission on Aging, 400 Arbor Lake Drive, Suite B-500, Columbia, SC 29223.)

The State of Wisconsin also recognized the importance of a statewide effort to improve health services of all its citizens. Health promotion advocates formed a broad based coalition, initiated by the Public Health Community and private education, to assess health risks and develop a plan of action to address them. Members of the coalition included **G.E. Medical Systems,** the **Kohler Corporation** and the **Wisconsin Manufacturers and Commerce Trade Association**. Following the publication of their 1990 report, "Healthier People Wisconsin", the Coalition immediately looked for ways to fund their recommendations. An increase on the tax of cigarettes was proposed, with the advocates moving from "a penny for prevention" to "a nickel for nicotine". Awaiting support from the legislature, advocates hope to raise over 25 million dollars for health promotion programs including specific programs for older adults. (Contact the Bureau of Public Health, Wisconsin Department of Health, P.O. Box 309, 1 West Wilson Street, Madison, Wisconsin 53701, (608) 266-1251.)

Community Events and Programs

Businesses are often interested in helping to sponsor community wide health promotion events. It can be a very visible way to demonstrate their public interest and goodwill while at the same time promote healthier communities.

The annual Mayors' Walk in Atlanta is one such example. Now in its sixth year, this special event registers more than 2,000 senior walkers yearly who have their choice of a one or two mile route. Promoted as a celebration of healthy living, the Mayors' Walk provides an annual incentive for older adults to walk and to be rewarded by attending a "fun" event where they can meet and walk with the Mayor of their particular community. (There are over 50 municipalities in the Atlanta region.)

Since the inception of the Mayors' Walk in 1985, the event has enjoyed the support of the business community. The first sponsor, **Southern Bell**, a public utility company, saw this event as an opportunity to form a link with local governments and the aging network as well as an opportunity to promote a healthier community. Other major corporate

sponsors, such as **Kaiser Permanente**, have also provided cash support, Telephone Pioneers of America have provided volunteer support, and a number of companies, such as **Arby's, Flav-O-Rich, and Crystal Springs** have supplied food, water, and other in-kind contributions. The support of the Mayors' Walk provides businesses with high visibility because their names are on banners, tee shirts, and printed materials.

The Mayors' Walk Coordinating Committee, composed of representatives of the business sponsors and agencies serving older adults, has published a "Mayors' Walk Manual" that outlines the activities needed to hold a senior walk in any community. The "Mayors' Walk Manual" with a complete description of committee structures and procedures and the "Walking for Wellness Manual" are available from the Atlanta Regional Commission upon request. (Contact Atlanta Regional Commission, 3715 Northside Parkway, 200 Northcreek, Atlanta, GA 30327.)

Educating their workforce and the community at large was the goal of **Sandoz Pharmaceuticals Corporation** as it developed a community wide event entitled the Alzheimer's Awareness Program. Working with local aging service agencies in several communities, Sandoz provided funding to support seminars, film screenings, press kits, a coloring book and other literature, and celebrity appearances for targeted groups such as health care workers, clergy, police, school children, and the general public. (Contact William Connelly, Sandoz Pharmaceuticals Corporation, 59 Route 10, Hanover, N.J. 07936-1080, (201) 503-7500.)

Health Risk Appraisals

Health risk ppraisals "provide no health benefits unless it results in changes in your health related behaviors...Therefore, these assessments are best used as part of a program that not only identifies risk, but educates, motivates for change, provides suggestions and recommendations, and reinforces positive effects," concludes The Healthtrac Guide o Medical Care entitled Take Care of Yourself.

As noted in Chapter One, the private sector, for a number of years, has used health risk appraisals to promote good health among their employees but they have generally not included retirees. Recognizing this deficiency, the ProHealth for Seniors Task Force and the Atlanta Regional Commission assisted the Atlanta Healthcare Alliance who received a grant to develop and conduct health risk screenings for corporate retiree groups. Funding was provided by the U.S. Administration on Aging and the Washington Business Group on Health's Partnerships in Aging project conducted from 1988-1991.

To implement the project, the Task Force helped arrange for three hospitals to pair themselves with three corporate retiree groups, representing three different corporations, **the IBM Corporation, Delta Air Lines, and the Atlanta Gas Light Company.** It should be noted that a fourth hospital and retirees from the United Auto Workers participated in the project subsequent to the demonstration project. (See Appendix for further details.) Each retiree from the three participating corporations completed a self-scored health risk appraisal and then participated in a variety of health screenings sponsored by the hospitals. After the results were presented to the participants, educational seminars were conducted on injury control, nutrition, motivation and exercise.

This project began a partnership with corporate retiree organizations that has been a mutually beneficial relationship. Several of the corporate groups have become members of the ProHealth Task Force and the Task Force has involved the corporations in other programs such as the Mayors' Walk.

Another outcome of this project was the development of a printed health risk appraisal. This questionnaire and a complete description of the project is included in the Appendix and is available for use by other groups.

"Fear of falling is probably the major cause of limited mobility in an older person," says Dr. Herbert Karp, Emory School of Medicine..."For the aged, a sudden spill has daunting consequences. A bone fracture can mean the difference between independent living and a nursing home, between isolation and a full life." The Atlanta Journal, January 20, 1992.

Injury Control and Safety Programs

Injury control and safety programs are of particular interest to the business community because they directly impact the health of their retirees; or, if they provide a service to older adults, their clientele. This interest can easily be expanded into sponsorship of community wide projects which not only address their specific interest but the community as a whole.

For example, in the ProHealth for Seniors Task Force initiative dealing with injury control and safety, **Piedmont Hospital**, a member of the Task Force, took the lead and staff from the hospital's Sixty Plus Program chaired a special Fall Prevention Committee. This committee published a manual entitled The Unexpected Trip: A Practical Guide on Fall Prevention for Older Adults and Their Families and distributed it to their patients, to businesses, and to the community as a whole. (Contact Piedmont Hospital, Sixty Plus Program, 1968 Peachtree Road, N.W., Atlanta, GA 30309.)

"There are many elderly Americans, more than anyone might suspect, who suffer from malnutrition. Very often, malnutrition is confused with other problems; it's difficult to tell what is going on," reports Dr. Johanna T. Dwyer, a Tufts University nutrition expert. "Nutritional screening should be made a part of the nation's overall strategy for elderly heatlh care." UPI, Boston, Dec. 26, 1991.

Injury control and safety was also the primary goal of a program implemented in Southwest Colorado. In 1985, individuals, representing both the private and public sector, and interested in health promotion and wellness, created Colorado Action for Healthy People, (CAHP). Funding for this effort came from foundations including the **Kaiser Family Foundation, The Colorado Trust and The Comprecare Foundation.**

Its mission is to initiate, support, and facilitate community action with sponsorship from several state health organizations. Believing that communities can and should control their own health promotion programs, CAHP awards small grants to local groups to

implement services in their own communities. One such program, operated by the Southwest Improvement Council, elicited support for a fall prevention program from neighbors referred through a local church. Peer Block captains were identified and they visited households to conduct safety audits and repair hazards. (For information about this and other projects contact CAHP, 4210 E. 11th Avenue, Denver, CO 80220, (303) 331-8604.)

Still another example of an injury control and safety project involved the **University of Texas, Medical Branch Galveston**, who teamed up with the local aging network and the fire department to promote fire safety. With a small grant, they developed a video on fire safety. Firemen deliver the program to small groups of older adults and then install fire detectors at no cost to the individual, (Contact Dr. Bobbie Yee, UTMB, Graduate Studies, Galveston, TX 77050.)

Special Classes, Workshops and/or Activities

Those responsible for planning workshops or activities are often interested in health promotion ideas and material. The aging network has the kind of information needed and, depending on the personnel resources available, can either assist in the planning of workshops and specialized activities or can actually conduct the sessions.

One such partnership was recently established in Atlanta. Brought together by the ProHealth for Seniors Task Force and drawn together by a common interest, a new association was formed of professionals from both the private and public sector who plan and implement activities in senior retirement residences. This group now meets as a separate organization and provides a forum for the exchange of program ideas on health education.

In searching for other creative partnerships to further health promotion activities, **County Extension Programs** working with State and Area Agencies on Aging serve as an excellent example. Training programs and conferences have been held throughout the nation raising awareness on the importance of nutrition education and nutritional screening. Particular emphasis has been given to providing this information in rural communities. (Contact the National Extension Service, HEHN, Room 3444, South Building, Washington, D.C. 20250, (202) 447-2920.)

Another special health promotion activity resulting from a public/private partnership was recently initiated in Arizona. Joining together to sponsor an eldercare camp, the **Canyon Ranch**, the University of Arizona and the Pima Council on Aging, set out to demonstrate that sedentary persons over age 60 can change their lifestyle to improve their health and increase their life expectancy.

Thirty one participants were selected to participate for eleven days at the Canyon Ranch with an additional 31 placed in a control group. The Eldercamp included walking, fitness classes, lectures, and even a trip to a supermarket to learn to shop for healthy food.

The project had significant results including a 15% improvement on cardiac stress testing and a 15% decrease in health age as measured by a health risk appraisal. (Contact Canyon Ranch, 8600 East Rockcliff Road, Tucson, AZ 85715, (602) 749-9655.)

Personalized Health Information

No matter one's age, being motivated to adapt a healthier life style often begins with receiving personalized health information. As noted above, several projects have included medical screenings and physical exams. A project in Puerto Rico went one step further and provided personalized health services through an innovative outreach project.

The Puerto Rico Office of Elderly Affairs and **SmithKline Beecham**, recognizing the problems of the frail elderly living in remote areas in the mountains, developed the Health Promotion for the Elderly Project (PROSE). The project has two facets: one being the provision of individualized health evaluations, referrals, and medical services via a specially equipped trailer bus for isolated, frail elderly. The development of self help projects was the other component of PROSE. Examples of such projects include the making of handicrafts, home vegetables, and floral nurseries. Monies earned from these projects help fund the health needs of the frail elderly. (Contact the Governor's Office of Elderly Affairs, GPO Box 50063, Old San Juan Station, San Juan, P.R. 00902, (809) 721-6121.)

Medical Screenings and Physical Exams

The business community, particularly small businesses, may well turn to the aging network to assist with medical screenings of their retirees. They may also agree to donate their own resources to facilitate medical screenings for the community at large.

In Atlanta, a special service initiated by the Georgia Department of Human Resources, Division of Public Health, and the Aging Network through the ProHealth for Seniors Task Force called "Healthy Feet," offers foot care to older persons who have difficulty caring for their toenails, corns, and callouses. The program is staffed by volunteer health professionals from several public and private hospitals, podiatrists in private practice, and trained volunteers from the Retired Senior Volunteer Program (RSVP). Foot care education and referral of special problems are important parts of this program which is conducted in several public housing communities and senior centers.

Newsletters and Informational Mailings

The aging network has access to an abundance of information and can assist a business in communicating important health related information to both employees and retirees. This same information can also be shared with the community at large and the business partner can assist in the distribution.

Take for example, the partnership between the Kansas Department of Aging and the **Kansas Press Association**. They joined forces distributing weekly press packets featuring special articles and a "Q and A" column on healthy living and senior lifestyle issues. Approximately 140 newspapers with combined circulations of nearly 500,000

have published these articles with many establishing a regular senior page. For an expenditure of just $14,000, the Kansas Department of Aging has found a very effective way of reaching thousands of older adults throughout the state. (Contact the Kansas Department of Aging, 915 S.W. Harrison, Topeka, KS 66612.)

The Travelers Companies has long been a leader in developing useful information on the physical and mental benefits of exercise. The original material, developed in the early 1970s in conjunction with the President's Council on Physical Fitness, was an easy-to-use exercise guide. An accompanying video was developed in 1983.

AARP joined the partnership more recently and has distributed over 100,000 copies of the exercise guide, with many being used by the aging network in retirment communities and senior centers. (Contact The Travelers Companies, Mature Americans Market, One Tower Square, Hartford, CT 06183, (203) 277-2307.)

Another example of information distribution can be found in the State of Oregon. Funded by the Administration on Aging, the State of Oregon has developed a media package of information on mental health promotion topics. Topics include sensory changes, memory loss, stress, depression and alcohol problems in later life. This information series has been designed so it can be presented by lay volunteers from the private sector. (Contact the Oregon Senior and Disabled Services Division, 313 Public Service Building, Salem, Oregon 97310.)

Retiree Clubs

Many businesses provide specific services to their retirees including the opportunity to meet as a group with staff support provided by the company. The characteristics of such clubs vary widely from being very well organized with many planned activities to being loosely formed and meeting infrequently. Regardless of the club's structure, businesses are often interested in program ideas and community projects that could involve their retirees. In addition, these clubs are an excellent resource and can benefit many health promotion partnerships.

In McLean County, Illinois, retirees are benefiting from a public/private partnership between **The Country Companies**, the largest farm insuror company, and Illinois State University. With a grant from The Country Companies and in-kind support from the University, a two year wellness training program appropriately called Teaching Lifestyle Concepts or TLC has been developed.

The curriculum includes health education, exercise, coping with stress, safety in the home and car, medication management, expressive therapies such as art, music and dance. strengthening relationships, and spiritual growth. Approximately 150 retirees are expected to participate. (Contact Jean Lawyer, Country Companies, P.O. Box 2020. Bloomington, Ill. 61701.)

Designing and facilitating retiree focus groups was a service offered through a project funded by the Administration on Aging and the Washington Business Group on Health. At the request of **Georgia Power Company**, the ProHealth for Seniors Task Force and ARC joined forces to design a questionnaire and convene a focus group of retirees. The

purpose of the focus group was to explore what motivates retirees to participate in health promotion activities, particularly walking, and to identify peer leaders who could promote participation. The list of questions developed for the focus group and their responses are available upon request. (Contact Atlanta Regional Commission, 3715 Northside Parkway, 200 Northcreek, Atlanta, Georgia, (404) 364-2577.)

Helping to facilitate healthier lifestyles through volunteerism was the goal of a joint project between **IBM,** ARC, the United Way of Metropolitan Atlanta, and **Work/Family Elder Directions**. This unique project, called the "Corporate Volunteer Program" was funded by a special grant from Work/Family Elder Directions and IBM and provided both retirees and employees of participating corporations with a variety of opportunities to volunteer with the elderly. Through this project, IBM retirees and employees are delivering meals to the homebound, assisting in senior centers, providing staff training for non-profit agencies, visiting in nursing homes and participating on advisory committees and boards. IBM has also invited several other companies in the region to participate in this corporate volunteer project. (Contact Atlanta Regional Commission, 3715 Northside Parkway, 200 Northcreek, Atlanta, Georgia 30327, (404) 364-2559.)

CHAPTER THREE
A Step-by-Step Guide to Developing Partnerships

The precise steps taken to develop a private/public partnership will vary with each endeavor, but some general principles that have worked successfully can be outlined. In this chapter, operating principles are described and each step is illustrated with the example of the development of the SilverStriders, a walking incentive program currently being developed in the state of Georgia.

STEP 1. IDENTIFY NEEDS/PROBLEMS

In articulating the purposes of a health promotion program, be clear about the need. Be prepared to respond to these questions:

- Has it developed because of the demand from older people, or from staff members who have recognized that their service population can lead healthier lifestyles if a health promotion program is implemented?
- Has the program idea come from a community group, such as the Junior League or another service organization?
- Has a business requested assistance in developing a program for their retirees?
- Are there informal programs in existence that can benefit from a more formal and structured service?

Illustrate that the program will have a positive impact and will not duplicate other programs already in existence.

SilverStriders Example

Need for the SilverStriders

- The role of exercise in keeping people active, independent, alert and able to lead a life of good quality is gaining recognition by medical experts and the public.
- Increasingly, scientific evidence is suggesting that much of what has been attributed to the physiological aging process is actually the result of the inactivity of the body. Sedentary lifestyles also contribute to the development of and exacerbation of many chronic diseases.
- Walking is an exercise that most people can do, and is especially suitable for mid-life and older adults even though persons with histories of sedentary habits are often difficult to motivate.
- Walking has the potential to stimulate and interest people and to change their lifestyles. Experience has shown that people who improve their health through

walking are more likely to make alterations to improve their lifestyles in other areas, such as giving up smoking, eating better, etc. Walking requires no special equipment, no training, and no special athletic skills, but it is important to have a good pair of walking shoes.

- Walking can be enjoyed on an individual basis or as a member of a walking group.

STEP 2. BE CLEAR ABOUT THE GOALS AND OBJECTIVES OF THE PROGRAM

State the goal in a simple manner that can be understood by persons outside the aging network. Avoid jargon.

SilverStriders Example

Goal: To promote healthy lifestyles for mid-life and older adults through walking.
Objective:
To create a statewide "senior walking" organization that will:

- Educate older persons about the benefits of walking.
- Encourage walking by offering an identity with a walking organization. incentives, training programs and program supplies.
- Stimulate the formation of walking clubs.
- Plan and conduct special events to highlight walking for older persons and to promote a positive image of aging.

STEP 3. ASSESS THE ENVIRONMENT.

At this point, the aging agency should evaluate the resources that it has available to launch the partnership.

- What are the liabilities, such as the expenditure of scarce staff time?

- Is there competition from the external environment or are other organizations seeking funds for the same or similar projects? If so, can this competition be brought into the partnership? If not, appraise the impact of the competition. Will it be positive or negative?

- Outline all the pros and cons. If the cons outnumber the pros, the agency may decide to stop the process or decide to wait until the situation changes to a more positive one.

SilverStriders Example

The appraisal process for the adoption of the SilverStriders for Georgia included:

- Developing a proposal that outlined the goals and objectives of the plan and the SilverStriders concept.
- Presenting the proposal to various groups and individuals that had been involved in senior walking programs in the past.
- Gaining support from a representative segment of the walking community.
- Determining if funds were available to meet the organizational costs.
- Assessing if there were other statewide senior walking organizations.

SilverStriders Appraisal Statement:

Building upon the success of the "Walking for Wellness" program developed by the ProHealth for Seniors Task Force during the past five years, it is proposed that an organization entitled "SilverStriders of Georgia" be formed. There is no other organization in existence in the state whose single purpose is to promote good health in the senior population through walking.

"SilverStriders" is a senior walking concept developed in North Carolina following several months of research on senior walking programs across the country. Focus groups were held that solicited ideas from older walkers. An Advisory Committee that consisted of physicians and other health professionals created the concepts used in the program.

SilverStriders of Georgia proposes to use materials and concepts that have been developed in North Carolina and adapted for use in Georgia. North Carolina is encouraging replication of its program and is offering its materials at minimum cost. SilverStriders of Georgia will use funds remaining from previous Mayors' Walk contributions to finance the start-up costs of the organization.

STEP 4. SELECT PROGRAM OPTIONS

If the decision is to move forward, the next step is to decide what kind of partnership should be developed.

- What will appeal to the business partners about the project?
- Can the program be structured to offer high appeal to business partners?
- How will partners be involved?

SilverStriders Example

The structure of the SilverStriders offers high visibility to sponsors. North Carolina SilverStriders developed attractive materials that include the name of the sponsors. These materials are also disseminated by sponsors through their companies. For example, banks distribute materials through their branches, and health care providers display materials in their offices. Representatives of the major sponsors are involved on the Board of Directors.

In developing the plan for the Georgia SilverStriders, the steering committee decided to use the same approach, and offer companies the same opportunities for visibility. A marketing package was developed that outlined the benefits to the sponsors for each level of participation. The Sponsor Solicitation Packet is available from the Atlanta Regional Commission for a modest charge. (Contact the Atlanta Regional Commission, 3715 Northside Parkway, 200 Northcreek, Suite 200, Atlanta, GA 30327.)

SilverStriders of Georgia is currently engaged in this step, and will follow the next steps in the coming months.

STEP 5. CHOOSING THE APPROPRIATE BUSINESSES AS PARTNERS

The best use of time in this step will be spent on research and planning, rather than using a "shotgun" approach to a wide spectrum of businesses in the community.

- Know your area and who is available.
- Choose a firm(s) that is prominent locally.
- Be willing to have a representative of the firm(s) on your planning committee.
- Choose a firm(s) that stands to gain by recognition with your project.
- Select a firm(s) that has some civic involvement already but is not already "overworked." Often small and medium-sized firms have only one major interest.

"The selection of a firm that is prominent locally is particularly important because other local employers may be motivated to join as partners to avoid being conspicuously absent," advises Paul B. Robitaille, Manager, Compensation and Benefits, IBM Corporation's Southern Area.

STEP 6. APPROACH THE COMPANY

Prepare yourself before you make the initial approach to the company. Read their annual report and other related materials. Give special consideration to the types of companies that have a particular interest in health promotion programs or desire to market their products to the mid-life and older market. Examples include banks, hospitals, pharmaceutical firms, utilities, health insurors, health suppliers, and other businesses that give discounts to older persons (hotel chains, etc.).

- Know their products and services.
- Explore their other civic involvements.
- Find out about the corporate values of the company.

Use any contact you have. Although your contact may not be the person in the company that makes decisions about funding or other involvements in partnerships, he or she can often lead you to the proper person. External Programs, Community Relations, Medical Departments, Human Relations, Retiree Relations and Equal Opportunity Departments are all potential contact points. Additionally, companies that market their products and

services to the aging network could be approached initially through their marketing representatives.

Use your networking skills. Get to know people in the company and others outside the company who can help you make contacts.

Invite company officials and employees to visit your organization or functions you are involved in.

If possible, find out about the company's budget process. In many cases, instead of a single partner, consider having several companies join together for sponsorship.

Once you have identified a potential partner, the next step is to convince the company that the partnership is in the company's best interest. You should never assume the company ought to help nor take the company's resources for granted. You may be able to persuade them by:

- Showing how the partnership will help the company reach new customers.
- Giving concrete examples of public relations opportunities including the positive impact the company's participation would have on the morale of their own workforce (e.g., pride of employees in the companies civic involvement of their company.)
- Providing samples of materials that will use their names.

Be flexible and creative in your request. There are more ways to help than only providing cash dollars, such as:

- In-kind services - office space, materials, equipment, printing brochures and publications.
- Loaned executives, committee members, event volunteers, etc.
- Matching grants or specific programs dollars through company volunteers.
- Refreshments, meeting space, etc.

STEP 7. IMPLEMENT AND NURTURE THE PARTNERSHIP

Initiating the partnership is only the first step in the process. The effort must be nurtured! Don't forget to say thank you, and give praise about the company in the community.

- Encourage participants to send thank-you letters to the business partners.
- Send thank you letters to company officials at the highest appropriate level--at least above the level of the company representative you are working with.
- Stay in touch and continue to solicit ideas and advice.
- Invite company officials to be on your advisory board or Board of Directors.
- Never assume that one-time support assures continued commitment -- never take the company for granted.
- Ask for the partner's advice on involving other corporate support.
- Continue networking.

This chapter has provided a step by step process of establishing a public/private partnership in health promotion. We realize that one example cannot address all partnership considerations. Therefore, Chapter Four highlights several additional partnerships that can be replicated in your community.

CHAPTER FOUR
Case Studies

Throughout this guide, examples of public/private partnerships in health promotion have been cited--from both urban and rural areas--examples of partnerships with insurance companies, banks, hospitals, pharmaceutical companies and pharmacies, restaurants, health maintenance organizations, utility companies, universities and other local and national businesses. We believe that the telling of experiences helps to stimulate thinking and can result in the aging network implementing similar projects in their own communities.

In Chapter Four, three additional examples are presented in greater detail, again with the intent of providing the ground work for a public/private partnership in a health promotion. These case studies are taken from telephone interviews with project directors by Washington Business Group on Health staff and from the National Association of Area Agencies on Aging Success Stories.

SENIOR DAY CAMP

Hawkeye Valley Area Agency on Aging
404 East 4th, Box 2576
Waterloo, IA 50704
(319) 233-5214
Contact: Donna Rhone

Purpose

Senior Day Camp began eight years ago to provide a fun and competitive outdoor activity for senior citizens. It is sponsored by the Hawkeye Valley Area Agency on Aging, **Wendy's Restaurants**, and Winnebago Council Boy Scouts of America. This day camp gives seniors confidence in their physical skills and independence. The camp also provides an opportunity for the Boy Scouts to see the skill level that seniors maintain today.

Significance/Impact/Outcome

The Senior Day Camp has served over 2,000 people. Each year, Boy Scouts, senior volunteers, HVAAA staff and Wendy's staff work together to make the event successful. Since its inception, stronger and healthier seniors have competed each year.

Funding

Senior Day Camp uses Camp Ingawanis Boy Scout Camp free of charge for the day. Wendy's Restaurants provide the morning snack and noon lunch as a donation to Hawkeye Valley. The event is staffed by Boy Scouts, HVAAA staff, Wendy's personnel.

and senior volunteers. The trophies awarded are purchased with money received from the one dollar registration fee.

Products Related to the Program

HVAAA maintains a file of pictures and slides taken at Senior Day Camp. Some of these slides are currently being used in the Agency Slide Presentation and the Winnebago Council Boy Scouts of America Slide Presentation. An implementation guide is also available for planning.

SENIOR HEALTH SCREENING PROGRAM

Erie County Department of Senior Services
1329 Rath Building, 95 Franklin Street
Buffalo, NY 14202
(716) 858-8522
Contact: Gloria Olmsted

Purpose

The purpose of this program is to provide comprehensive health screening services for seniors in the community.

Significance/Impact/Outcome

This program is a joint effort of the Erie County Department of Senior Services and the **Erie County Medical Center** to provide both preventive and maintenance health services to seniors. It has proven very effective in meeting the health needs of local seniors, especially those who do not have a primary care physician. The screening services take place once a month at a special half-day clinic at the Medical Center. Services include a medical assessment, an educational program, and an optional meeting with a case manager from the Department of Senior Services. When necessary, medical follow-up is provided by the hospital's geriatric clinic, or by the participants' own physician. Case management follow-up is also provided when deemed necessary. Participants are referred by various community service organizations, and the seniors call the hospital directly to make appointments for the clinic.

Transportation is an integral component of this program and is provided to and from the clinic by the Department of Senior Services and senior centers. The hospital also provides a noon meal as part of the program. Approximately 40 people are served per month by this program.

This public/private partnership has forged a stronger link between the Department of Senior Services and a large hospital as they work together to meet the needs of the community. Benefits to both agencies include excellent public relations and a more coordinated system of service delivery.

Funding

The hospital provides the medical services and lunch, with medical costs covered by Medicare, Medicaid, and private insurance where available. Transportation is provided by the Department of Senior Services using county funding. The case manager services are provided using Title III-B funds as well as state Community Services to the Elderly funds.

SENIOR GAMES

First Tennessee Area Agency on Aging
207 North Boone Street, Suite 800
Johnson City, TN 37604
(615) 928-0224
Contact: Pat Brown, Director

Purpose

To highlight physical fitness as a component of healthy aging.

Significance/Impact/Outcome

The Area Agency on Aging has coordinated the program for the past seven years. Partners have included the **Woodridge Psychiatric Hospital,** the **Johnson City Medical Center, Heritage Federal Savings and Loan Company,** and **Blue Cross/Blue Shield.**

Interest in the Senior Games is high in the district. Local senior centers hold qualifying events, and competition is continued on the county and district levels. District winners vie in the state Senior Games for the opportunity to compete at the national Games.

The Senior Games Coordinator from the AAA established a committee of seniors to plan the events and select the sites. An awards banquet, funded by the sponsors, is held to recognize the winners at the district level. Because of the high level of involvement and competition, this district has won the state trophy in six of the last eight years.

The business partners have acknowledged the Senior Games as a community contribution to the physical and mental health of older adults.

Funding

The sponsors have provided the funding to print brochures, buy the medals, tee-shirts, visors and hold the awards banquet.

Editor's Note: Several other States have also promoted healthier lifestyles through Senior Games. Louisiana Governor's Office of Elderly Affairs and the Hospital Corporation of America sponsor the Louisiana Senior Olympic Games, a 23 track and field event. In North Carolina, The State Division of Aging and the **North Carolina National Bank** sponsor the North Carolina Games. The Bank is also a sponsor of the Governor's Award for Health and Fitness for Mature Adults, an annual award which

recognizes outstanding health promotion programs for older adults. (Contact the North Carolina Division on Aging, 1985 Umpstead Drive, Raleigh, N.C. 27603, (919) 733-3983.)

CHAPTER FIVE
Conclusion

This guidebook has offered some specific suggestions on developing public/private partnerships. These suggestions have been based on principles that have worked in many communities. Yet, these ideas may not succeed every time they are tried. The right combination of factors and people may not be present. Difficult economic times may interfere with good ideas and plans. One should not feel a sense of failure if everything was done correctly, yet the partnership did not "click."

If the project lacks funding, the parties involved in the partnership should step back and evaluate their contacts and create other options for consideration. Often fund-raising from corporate sponsors takes time, follow-up and persistence. The start-up time of a project may need to be delayed until the right funding cycle of a business partner is reached. Are other funding sources available? Can additional volunteer support be developed? Are there national or local foundations that support the concepts that are proposed? Can the expenses be reduced or in-kind support provided by corporations or other agencies involved in the partnership? Is it appropriate to charge fees for the services that are provided? Exploring all the alternatives with a broad group of representatives involved in the partnership may yield other ways of reaching the desired objectives.

As partnerships mature, other issues may be raised. What are some of the ethical issues posed in partnerships. Does one seek the support of a corporation that sells products not associated with good health? Most organizations would probably agree that the involvement of an "unhealthy" partner would not be indicated, although there may be an overriding reason to the contrary. The leadership of the partnership should give careful consideration to the public relations image that will follow an association with a corporation that promotes an "unhealthy" product. One compromise may be to use the name of the firm, but not the name of the suspect product.

What are the "turf" issues surrounding partnerships? How is credit given and shared in successes and in failures? Most organizations involved in partnerships desire to be recognized for their contributions to a partnership effort, and care should be given to identify each organization in written and verbal communications. A cooperative spirit with everyone focused on the ultimate health promotion objective will help keep harmonious relationships within the partnership.

Our ultimate challenge in health promotion is to prevent the premature onset of disease and disability. Public/private partnerships offer an excellent vehicle for accomplishing this goal.

SPECIAL RECOGNITION

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Kaiser Permanente

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U.S. Department of Health and Human Services, Public Health Service. Healthy People 2000: National Health Promotion and Disease Prevention Objectives. Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 1990.

RESOURCES

Additional information on health promotion activities is available through these organizations:

National Eldercare Institute on Business and Aging
The Washington Business Group on Health
777 North Capitol Street, N.E.
Suite 800
Washington, D.C. 20002
(202) 408-9320
Contact: Robert Levin

American Society of Aging
833 Market Street
Suite 516
San Francisco, CA 94103
(415) 882-2910
Contact: Paul Kaymen

American Association of Retired Persons
Health Advocacy Services
601 E Street, N.W.
Washington, D.C. 20049
(202) 434-2200
Contact: Ms. Robin Mockenhaupt

National Council on Aging
409 Third Street, S.W.
Washington, D.C. 20024
(202) 479-1200
Contact: Lorraine Lidoff

National Association of Area Agencies on Aging
1112 16th Street, N.W.
Suite 100
Washington, D.C. 20036
(202) 296-8130
Contact: Ed Sheehy

APPENDIX

- PROGRAM DESCRIPTION OF HEALTHSTYLE/HEALTHCHOICE
- HEALTH RISK APPRAISAL
- SILVERSTRIDERS MATERIALS
- PROHEALTH FOR SENIORS BROCHURE

HealthStyle/HealthChoice

Program Description

With a grant from the Administration on Aging through the Washington Business Group on Health, the Atlanta Healthcare Alliance, the Atlanta Regional Commission (ARC) and The ProHealth For Seniors Task Force joined forces to develop a wellness program designed for company retirees. The program, entitled "HealthStyle" provided the retirees of participating companies with a health risk appraisal and health education seminars giving them an opportunity to assess their lifestyle choices and to investigate community options for lifestyle changes.

The principal partner in this endeavor was the Atlanta Healthcare Alliance, an organization originated out of the Chamber of Commerce to assist public and private employers, health care providers, health care insurers and organized labor to control escalating health care costs while protecting the quality of care. The Atlanta Regional Commission was another partner along with the ProHealth for Seniors Task Force (composed of 26 organizations interested in health promotion), three major Atlanta hospitals and Opti 2000, an Atlanta based optical company. Those companies who agreed to participate were Delta Air Lines, Inc., IBM Corporation and Atlanta Gas Light Company. United Auto Workers participated at a later date.

This Atlanta partnership first established goals for HealthStyle, recognizing that each participating member would have certain goals that were unique to their particular organization. For the Alliance, they sought to expand their health risk appraisal service to retirees and to assist payers in developing strategies to better manage retiree health care costs. Hospitals hoped to encourage retiree health assessments as a way to help older adults become more aware of healthier lifestyles. ARC, the Area Agency on Aging, wished to acquaint retirees with services and programs in the community while participating companies wanted to decrease health care claim costs of retirees. And finally, the retirees hoped to improve their health through the lifestyle risk appraisal, corresponding follow up, and the educational seminars.

Once the goals were identified, a working committee was formed to develop the various program components. HealthStyle consisted of four parts: 1.) A self administered health risk appraisal designed specifically for retirees; 2.) Health screenings including Height/Weight, Blood Pressure, Cholesterol, Vision Acuity and Glaucoma; 3.) Education Seminars covering four topics - Prevention, Exercise, Nutrition, and Making Healthy Choices; and, 4.) A follow-up evaluative questionnaire sent to all participants with feedback given to the participating companies.

1.) **Health Risk Appraisal:** A subcommittee of the Pro Health for Seniors Task Force members and representatives from both ARC and the Health Care Alliance was selected to design the health risk appraisal. The Carter Presidential Center agreed to provide technical assistance helping to create a morbidity based appraisal rather than a mortality based appraisal...in other words an appraisal which sought to reduce or avoid unnecessary illness and injury rather than an appraisal designed to extend life which focuses on work factors. Particular attention was also given to designing questions that better reflected life situations which a retiree would more likely experience.

"It was interesting to observe that on the day we were conducting HealthChoice, our health promotion program, the UAW retirees had "sick call" recognizing all who were ill. What they need is a "well call" recognizing all who are remaining healthy!" Patrice Earnest, Area Agency on Aging, Atlanta, Georgia

For example, instead of asking if an individual felt stress if they were late in picking up a child at a day care center (a standard question in health risk appraisals for employees), the retiree was asked if they felt depressed during the anniversary of a death of a loved one. Once designed, the questions were tested by a sample group of retirees and adapted where necessary. It is interesting to note that when the appraisal was tested, many retirees objected to the question/statement - "If you drink less than two glasses of alcohol a day please skip the next four questions related to alcohol intake." A number of retirees reported that they did not drink any alcohol but the initial question did not allow them to note that fact. (They also stated that they did not want their former employer to think that they drank alcohol.) The question was revised to read "If you do not drink alcohol, skip the next four questions."

2.) **Health Screenings:** In arranging for health screenings, it was agreed that three hospitals would be recruited and with each becoming a host for one of the participating companies. As a host, the hospital would provide staff to complete the screenings and assist in conducting the total program (taking of the health risk appraisal, four separate breakout rooms for the seminars and an area for lunch).

3.) **Educational Seminars:** As the health assessment was being developed, another subcommittee began designing the educational seminars. The topics selected were fall prevention, exercise, nutrition and making healthy choices. It was agreed that the seminars should be brief and last no longer than 12 to 15 minutes. Seminar leaders with the needed expertise were identified from the ProHealth Task Force and given the responsibility of designing the seminars. Drafts of each seminar were then reviewed and approved by the working committee.

The participating companies - the IBM Company, Atlanta Gas Light Company, and Delta Air Lines - each identified an in-house coordinator who worked closing with the working committee in arranging program details. Each company agreed to issue invitations to their retirees encouraging them to attend and to pay related expenses. It was also agreed that results of the sessions would be shared with the respective companies.

After HealthStyle was completed, the program partners reassembled to evaluate the process and to package the program so that other communities could benefit. Various committee members agreed to share experiences of program design and implementation

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through conferences and seminars and to be available for the next phase of the project by helping to sponsor future programs for retirees.

It should be noted that the United Auto Workers (UAW) retirees in Atlanta and a fourth hospital did participate subsequent to the demonstration project. However, because of a copyright situation, the health risk appraisal instrument was revised and renamed "HealthChoice".

HEALTHCHOICE

I.D. # _____

You make many choices every day that affect your health. Health experts agree that seven of the ten leading causes of death could be reduced by making different choices in our daily lives. This test will help you learn more about your health choices. The results of your test are intended only as a guide to healthier living for you.

Please circle the 1(Yes) or 0(No) response that most nearly describes your usual behavior:

		YES	NO
A.	1. I have a regular doctor that I see at least once a year.	1	0
	2. I call my doctor if I have a health-related question.	1	0
	3. I report all medical problems directly to my regular doctor.	1	0
	4. I rely on my regular doctor to decide when I need to see a specialist.	1	0
	5. I follow all directions when using prescribed or over-the-counter medications.	1	0
	6. I ask the pharmacist/doctor/nurse for help if directions for medications are unclear.	1	0
	7. I tell my doctor (including specialists) about all the medications I am taking (prescription and non-prescription).	1	0
	8. I see a dentist at least once a year.	1	0
	9. I have a vision check once a year, including tests for cataracts and glaucoma.	1	0

Subtotal A

		YES	NO
B.	10. I wear a seat belt while driving or riding in a car.	1	0
	11. I avoid driving faster than the speed limit.	1	0
	12. I keep pace with the flow of traffic when driving.	1	0
	13. I use grab bars and safety rails in my bathroom.	1	0
	14. My stairways at home are well-lighted (inside and outside).	1	0
	15. My stairways have hand-rails (inside and outside).	1	0
	16. I use non-skid mats or surfaces in bath and shower.	1	0
	17. I have a functioning smoke alarm in my home.	1	0
	18. I keep a functioning fire extinguisher in my home.	1	0
	19. My area rugs are slip-resistant.	1	0
	20. I report falls and injuries to my doctor.	1	0

Subtotal B

		YES	NO
C.	21. I maintain a desired weight, avoiding overweight and underweight.	1	0
	22. I engage in light physical activity on a day-to-day basis (gardening, rigorous housework, or strolling).	1	0
	23. I do exercises that increase my heart rate and breathing for 15-30 minutes, at least 3 times week (such as brisk walking, bicycling, exercise class, and swimming).	1	0
	24. I do some leisure activities which increase my level of fitness (such as tennis, bowling, and hiking).	1	0

Subtotal C

		YES	NO
D.	25. I eat a balanced diet from the 4 basic food groups each day:		
	- milk or milk products (2 servings)	1	0
	- meats or protein foods (2 servings)	1	0
	- fruits or vegetables (4 servings)	1	0
	- breads or cereals (4 servings)	1	0
	26. I drink 6-8 glasses of water each day.	1	0
	27. I eat a variety of high-fiber foods each day, including: - whole grain breads, bran cereals, and raw or lightly cooked fruits and vegetables.	1	0
	28. I restrict the amount of fat, saturated fat, and cholesterol I eat (fat on meats, eggs, butter, cream, shortenings, and organ meats such as liver).	1	0
	29. I restrict the amount of salt I eat by cooking with very small amounts, not adding salt at the table, and avoiding salty snacks.	1	0
		Subtotal D	

		YES	NO
E.	30. I limit my intake of caffeine (regular coffee, tea, and cola beverages) to 2 or less per day.	1	0
	31. I avoid the misuse of medications (prescribed or over-the-counter) as a way of handling problems.	1	0
	32. I avoid the use of all types of tobacco.	1	0
	33. IF YOU DO NOT DRINK ALCOHOL, CIRCLE '5' AND GO ON TO #38.	5	
	34. I limit my intake of alcohol beverages to 2 or less per day.	1	0
	35. I avoid the use of alcohol as a way of handling problems.	1	0
	36. I avoid drinking alcohol when taking certain medications (medicine for sleeping, pain, colds, and allergies).	1	0
	37. I avoid drinking alcohol when driving a car.	1	0
		Subtotal E	

E.	Your score	Excellent 7-8 Fair 4-6 Poor 0-3	**Use Care With Drugs.** One of our most serious health risks comes from the common use of drugs--both legal and illegal. Even some medications prescribed by your doctor can be dangerous if used when drinking alcohol--or before driving. Interactions between alcohol and medications can be unpredictable and very dangerous. Caffeine intake should be limited. And you should tell your doctor about any side effects of prescription or non-prescription drugs. **Avoid Smoking.** Smoking is the single MOST PREVENTABLE CAUSE OF ILLNESS AND EARLY DEATH. Persons who stop smoking reduce their risk of getting heart disease, cancer, and other respiratory problems. Even non-smokers who are with smokers a great deal are at risk. So if you are a smoker, think twice about lighting that next cigarette, pipe, or cigar.
F.	Your score	Excellent 7-8 Fair 4-6 Poor 0-3	**Learn to Handle Stress.** Stress is an unavoidable fact of life, and as we get older new sources of stress may significantly challenge the ability to adjust at a time of life when the impact of stress is greater than in our younger years. Personal or family illness or disability, the death of a loved one, financial pressures, and relocation occur frequently during the retirement years. Even "positive" stresses such as caring for a grandchild or hosting houseguests can be exhausting. Studies show that prolonged and intense stress often results in increased vulnerability to physical illness. Persons who manage to remain physically, mentally, and emotionally healthy despite experiencing their share of stressful life events are those who: (1) are able to identify causes of stress in their lives; (2) feel they have some control over their response to stress; (3) maintain relationships in which there is freedom to express their feelings; and (4) participate regularly in activities which are meaningful and enjoyable.

MAKE HEALTHY CHOICES

Record your score for each section below.

A.	Your score	Excellent 7-9 Fair 4-6 Poor 0-3	**Manage Your Medical Care.** See your doctor at least once a year. Be sure to call between visits if you have health-related questions or problems. It is very important for your doctor to know all the medications you take--non-prescription and prescription. Interactions between drugs are different for every person. Follow carefully all directions for medications and special diets. Your pharmacist, doctor or nurse can answer questions or help with directions for medications. See your dentist and eye doctor at least once a year, too!
B.	Your score	Excellent 8-11 Fair 4-7 Poor 0-3	**Be Safety Conscious.** Reduce your risk for injury and disability by thinking SAFETY! Use of seat belts and home smoke alarms can save lives. To reduce the risk of falls, install grab bars and safety rails in the bathroom. Use non-skid mats in tub and shower. Install hand rails on all stairways--and be sure stairs are well-lighted. If you are taking four or more medications, your risk of falling is much greater--so be sure your doctor is aware of everything. Always report falls and injuries to your doctor.
C.	Your score	Excellent 4 Fair 2-3 Poor 0-1	**Exercise Regularly.** No matter how long you may have been inactive, exercise can improve your physical condition. Regular exercise has been shown to lower blood pressure, improve circulation, manage weight and relieve stress and depression. Check with your doctor and start slowly. Exercising just 15-20 minutes four times weekly will help you look and feel better.
D.	Your score	Excellent 7-9 Fair 4-6 Poor 0-3	**Eat Wisely.** The most important nutritional advice you can follow is to eat a wide variety of foods from the four food groups each day. Your choices should consist of at least two servings from the milk group, two servings from the meat group, four servings from the fruits and vegetables group and four servings from the grain group. It is also important to drink at least 6-8 glasses of water each day and include high fiber foods in your diet. You can reduce the amount of salt and fat in your food by preparing foods from scratch, eating fewer "fast" foods, and reading the labels of the products you buy to make the most nutritious choices.

		YES	NO
F.	38. I find it easy to express what I think and feel.	1	0
	39. I can identify the causes of stress in my life.	1	0
	40. I prepare myself for events or situations likely to be stressful for me (holidays, extended visits by house guests, anniversary of death of a loved one).	1	0
	41. I feel I can handle crises and stressful events.	1	0
	42. I have close friends, relatives, or others I can talk to when I need help.	1	0
	43. I maintain friendships.	1	0
	44. I participate regularly in group activities that I enjoy (church, community organizations or assocations).	1	0
	45. I have hobbies that I enjoy.	1	0

Subtotal F

THANK YOU!

Your HEALTHCHOICE GUIDE will give you more information about making healthier choices for a better life. Your health is too important to take unnecessary risks. Making healthy choices every day can help you feel better as well as reduce the risks for unnecessary illness and disability.

GOOD HEALTH TO YOU!

HealthChoice was developed by the ProHealth Task Force, which is supported by the Atlanta Regional Commission and the Community Health Section of the Department of Human Resources; and funded through Partnerships in Aging, which is sponsored by the U.S. Administration on Aging and the Washington Business Group on Health.

SilverStriders

February 24, 1992

President or CEO
Major Corporations
Companies with Interest in Health Promotion
Atlanta, GA 30000

Dear CEO:

I would like to invite you to join Southern Bell and the Georgia Power Company as founding sponsors of the SilverStriders of Georgia, Inc. This non-profit organization seeks to help mid-life and older adults lead healthier lifestyles through walking.

Walking is acknowledged by medical experts as the most beneficial fitness activity for our fast growing mid-life and older population. The SilverStriders will market the benefits of walking to all persons 50 and older who need encouragement to get started in an exercise program. The program will also offer incentives and rewards for walking accomplishments.

By joining us as a sponsor you will:

- o Promote a positive program that contributes to a healthier older population.
- o Become more visible with the expanding "graying" market.
- o Be involved with a program that has garnered support from the corporate and political community.

Please read the enclosed packet of information about the SilverStriders and the benefits of sponsorship. Sponsorships are available at three levels ranging from $1,000 to $10,000. We are pleased to have Southern Bell and Georgia Power as our first Gold Sponsors.

We plan to initiate the SilverStriders in April with a Walking Leadership Conference and the "Mayors' Walk." In order to meet our deadlines for printing materials with sponsors' names included, we must have a commitment from sponsors by March 6, 1992. A SilverStriders volunteer will be in touch in the next two weeks to discuss the packet with you.

We hope your company will take this opportunity to make a positive impact on the lives of mid-life and older Georgians.

Sincerely,

Robert Cunningham, M.D.
Medical Consultant, BellSouth Corporation

RC:cjf
Enclosure

The PROHEALTH FOR SENIORS TASK FORCE is a coalition of individuals and representatives of organizations interested in the health and wellness of midlife and older adults. We believe that health and quality of life are benefits of wise and informed choices in how we exercise, how we eat, how we safeguard our independence, and the extent to which we participate in community life.

Members of the Task Force represent hospitals, corporations, aging programs, health care agencies, recreation departments, retiree groups and interested individuals. We meet quarterly to discuss topics of mutual concern, promote communications, discuss ideas and strategies, and keep member groups and the community informed about important health issues.

In addition, the Task Force promotes health through the development of projects in areas such as fall prevention, walking clubs, exercise classes, health fairs, and associations to serve specific needs.

Examples of our projects include:

WALKING CLUBS in neighborhoods, parks, and malls, are sponsored by health agencies, recreation departments, churches, and a variety of other groups. A new statewide initiative, built on the success of the Walking for Wellness program, is called the Georgia SILVERSTRIDERS. SilverStriders will distribute information about walking and offer rewards and incentives for miles achieved to walkers 50 and over.

The MAYORS' WALK, now in its fifth year, is a celebration of fitness and walking. It is sponsored by Task Force members Southern Bell and Kaiser Permanente, with participation from other dedicated private and public agencies in the Atlanta area. 2000 older adults gather in Piedmont Park for a one or two mile walk, lunch, entertainment and an information fair. The Mayors' Walk has inspired senior walking events throughout Georgia.

A WALKING LEADERSHIP CONFERENCE to be held annually and a Council of Senior Walking Clubs are projected in order to promote regular healthy exercise and involve people 50 and over in the fitness boom.

ACTIVITY COORDINATORS TOGETHER is an association of people who plan and implement programs and services in retirement residences. Their meetings emphasize health education and provide opportunities to exchange information.

HEALTHY FEET is a service which provides foot care to seniors who have difficulty caring for their own feet. The program is staffed by trained volunteer health professionals and trained senior volunteers. Foot care education and referral of special problems is an important part of Healthy Feet.

The ProHealth for Seniors Task Force is sponsored by the Aging Division of the Atlanta Regional Commission and the Older Adult Program of the Georgia Division of Public Health. We invite you to be part of this active and vital network. For information, call (404) 364-2577 or 894-4286.

This project was supported in part by a grant (90-AT-0473) from the Administration on Aging, Department of Health and Human Services, Washington, D.C. 20201. Grantees undertaking projects under government sponsorship are encouraged to express freely their findings and conclusions. Points of view or opinions do not therefore necessarily represent official Administration on Aging policy.

Printing courtesy of Piedmont Hospital, Atlanta, Georgia
March 1992

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